



BUSINESS IN THE NEAR-FUTURE

- Wayne M. Lednar
- Eastman Kodak Company
- Employer Perspective on Surveillance Needs



WORKFORCE

- 6th job, new employee age 47
- Growth in service economy
- Highly decentralized
- Increasing diversity (every dimension)
- Changing “employment contract”
- More contractors on site
- 75 year old employees
- Children’s health, sandwich generation



CHANGING WORKPLACE

- Job descriptions more generic
- Multi-tasking, cross-training
- Risk-based prioritization
- Is exposure < action level “safe”?
- Work System Effects
 - Rapid shift schedule alignment to customer needs
 - LEAN manufacturing model
 - Horizontal integration (reliance on suppliers)



RUNNING THE BUSINESS

- Need for smaller workforces to be more effective
- Horizontal integration – supplier exposure effects
- Rapidly adjust cost structure to changing revenue, market conditions
- As line “owns” H&S – expect their active “participation”
- Company ERP decisions, e.g. SAP



RUNNING THE BUSINESS (2)

- Effect of supervisor relationship on health
- Business structures: JV, partnership, alliance
- “Sell” contribution of surveillance to business performance (in metrics important to management)
- Anticipation, preparedness, effectiveness, efficiency
- e-violence (outside-in, inside-inside)



HEALTH LANDSCAPE

- Fewer acute, more chronic health conditions
- RTW as part of the therapy and quality of care
- Doctors who attribute work as cause prematurely
- Costly variability in health care
- Costs of “dead time” in care delivery



HEALTH LANDSCAPE (2)

- Increased value of surveillance in self-insured environment
- Health data from community providers included in planning and prioritization
- First job with health benefits – how to use
- Alien health-care systems for expatriates



ACADEMIA'S PARTICIPATION

- Methods to use all known morbidities in analyses (> univariate, comorbidities)
- Methods to “dissect” contribution of exposure from personal choice (e.g. EtOH use)
- MBA curricula: teach future business leaders importance of safe workplaces & healthy workforces on business performance
- Actionable sound-bytes based on current science



ACADEMIA'S PARTICIPATION (2)

- Produce graduates effective in risk communication
- Surveillance is intellectually challenging & career enhancing for high potential faculty
- Data display techniques to detect
 - worrisome trending over time within “normal limits”
 - longitudinal group health experience with increasing exposure (level, time)
 - detect infrequent, high concern health events



GOVERNMENT PARTICIPATION

- Succession plan for critical expertise within key H&S agencies, functions
- Make data-repositories (Federal, State) visible, accessible for surveillance use
- Migrate paper records to electronic systems
- Explicitly direct funding support to:
 - grow future academic resources nation needs
 - produce H&S graduates who can practice in team structure on new, changing workplace issues